

Region 9 Strategic Skills Initiative Grant Application

Names of Consortium Members who have signed the grant application (multiple signature pages will be faxed to Indiana Workforce Development using cover sheet from SSI Handbook, attachment 15.)

Region 9 Consortium Signatures (county in parentheses)

Appointed Consortium/Workforce Board Members:

Beth Blasdel, Blasdel Enterprises, business rep. (manufacturing), (Decatur)
John Burnett, Community Education Coalition (community based org.), (Bartholomew)
John Dickey, Hillenbrand Industries, business rep. (healthcare/manufacturing), (Ripley)
Don Heiderman, Ivy Tech Community College (education), (Jefferson)
Jackie Hill, Jackson County Industrial Development Corp. (economic development), (Jackson)
Jeanie Scofield, ArvinMeritor, business rep. (technology/manufacturing), (Bartholomew)
Ron Timmons, The Crestmont Company, business rep. (real estate), (Ohio)

Local Economic Development Officials/Conveners for Sub-Regional Groups:

Jon Bond, Switzerland County Economic Development Corp., (Switzerland)
Kathryn Ertel, Jennings County Economic Development Corp., (Jennings)
Jim Plump, Jackson County Industrial Development Corp., (Jackson)
Pam Sander, Ripley County Economic Development Corp., (Ripley)
Richard Stenner, Jr., Columbus Area Chamber of Commerce, (Bartholomew)
James West, Jr., Dearborn County Economic Initiative, (Dearborn)

Indiana Workforce Development Representative:

Richard Rampley WorkOne, Region 9

Local Elected Officials:

Fred Armstrong, Mayor, Columbus, (Bartholomew)
Vera Benning, County Commissioner, (Dearborn)
Rick Fledderman, Mayor, Batesville, (Ripley)
John Hall, Mayor, North Vernon, (Jennings)
Al Huntington, Mayor, Madison, (Jefferson)
Gregg Sindors, County Commissioner, (Jefferson)

Core Support Team:

David Terrell Interim Core Agent

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III. Executive Summary:

The newly formed Economic Growth Region 9 includes Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley, and Switzerland Counties.

This region represents approximately 5% of the population of the State of Indiana. While modest in population size, several key industries (and their global, national, and or regional headquarters) are critically important to the regional and state economy.

Region 9 faces many challenges and earlier studies identify key factors that must be considered in preparing the workforce to perform current and future work that sustains and grows a vibrant regional economy. Challenges include an aging workforce population, loss of manufacturing jobs, an increase in the demand for health care jobs and associated services, and projected low population growth; additionally, less than 16% of the adult population over the age of 25 is in possession of at least a baccalaureate degree. Region 9 takes very seriously the opportunity provided by participation in the Strategic Skills Initiative.

Region 9 Strategic Skills Initiative goals include:

- ♦ Conducting the SSI process in order to identify gaps in worker skills, identify current and predicted skill shortages and their root causes, and develop executable regional strategies for filling the gaps and root causes.
- ♦ Enlisting support from and engaging through face-to-face meetings, key representatives from business, economic development, education (P-16), and government (local elected officials) to ensure appropriate data and information is gathered, analyzed, and solutions developed and implemented through the execution of the SSI process.
- ♦ Institutionalizing the knowledge gained from conducting the SSI process

Because Region 9 is newly formed, and because local elected officials determined that the first attempt at conducting the SSI process was insufficient to meet State of Indiana requirements, a newly formed “core support team” was asked to coordinate efforts to launch a second attempt at conducting SSI. **(See Attachment 2, Biographies of Core Support Team.)**

The “core support team” has spent the past month developing a new plan, and meeting in each county with the local elected officials and economic development leaders of the region. Local elected officials have identified 14 “key” consortium members who will ultimately serve as the new Workforce Board beginning in mid-year 2006. Challenges, goals, work plan, information on key individuals and groups involved in this initiative, and the associated budget request of \$211,541 are outlined in detail in the “Work Statement” description which follows. **(See Attachment 4, Listing of Consortium/Regional Workforce Board Members, which describes stakeholders involved in grant development.)**

IV. Work Statement

Background: The newly formed Economic Growth Region 9 includes the following counties: Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley, and Switzerland Counties.

This region represents approximately 5% of the population of the State of Indiana. While modest in population size, several key industries (and their global, national, and or regional headquarters) are critically important to the regional and state economy.

Region 9 faces many challenges and earlier studies identify key factors that must be considered in order to have a workforce that is prepared to perform current and future work that sustains and grows a vibrant regional economy:

- ♦ An aging population is creating a severe and long term labor shortage.
- ♦ Loss of manufacturing jobs is a major factor in decline of regional employment and overall wages.
- ♦ Increased demand for health care jobs has helped offset a large portion of the manufacturing losses.
- ♦ Educationally, only 15.2 % of adults over the age of 25 possess a bachelor's degree or advanced degree.
- ♦ Health care, education, and computer technology are occupations with the largest job growth from 2002-2012.
- ♦ Census projections indicate low population growth for the region for the next 30 to 40 years.
- ♦ Senior population (over 65 years of age) will increase approximately 22% over the next 10 years.
- ♦ The college age population (ages 18-24) will decrease by approximately 34% during the same time frame.

(See Attachment 1, Detailed Region 9 Demographic Information.)

Strategic Skills Initiative Goals: Economic Growth Region 9 is submitting an ambitious application for the Strategic Skills Initiative (SSI) grant, to accomplish six major goals:

1. Conduct a comprehensive workforce related data gathering, analysis, review, and planning process that will identify and alleviate present and future shortages of people who possess the knowledge and skills to accomplish high pay/high demand jobs in the region. Consistent with the SSI goals, Region 9 will:
 - ♦ Identify skill and current/projected occupational shortages
 - ♦ Identify current and predicted skill shortages and their root causes.
 - ♦ Develop executable regional strategies for filling the gaps and addressing root causes
2. Conduct a Strategic Skills Initiative process that enlists the support of local elected officials and engages a consortium of knowledgeable business, industry, economic development, education, and community people who know, understand, and are willing to solve challenges related to growth and development of the workforce and economy. This high involvement approach will lead to the building of local and regional capacity to create systematic, demand-driven approaches to workforce development. Long-term, relationships among Region 9 elected officials, business, education, and community citizens, who are interested in and have a desire to continuously improve the workforce systems of the region, is critically important to long-term economic success of the region.
3. Build a strong and manageable information and communication network across the region, providing relevant and timely workforce related data.
4. Create an effective network of post secondary institutions in the region that are prepared to deliver education and training needed to develop the workforce. (Also provide a better, direct connection of secondary schools and curriculum to post secondary schools and their program offerings.)
5. Identify and bring new funding sources to the region, while leveraging existing funding sources to support development of the workforce.
6. While conducting the SSI process, newly appointed regional workforce board will also begin the creation of a new Region 9 "staff", including a regional operator, so that the new organization and staff will be in place by July 1, 2006. Creating this organization will ensure that the learning that takes place in SSI will be carried on by "staff" as well as through the newly established Region 9 Workforce board.

Consortium “lead team” membership:

The consortium “lead team” membership is made up of:

- ♦ 3 “core support team” members, one of whom is volunteering time and will become a member of the consortium/workforce board
- ♦ 14 member consortium/workforce board (selected by local elected officials)
- ♦ local economic development leaders (who have agreed to convene business representatives throughout the region)
- ♦ local elected officials who have identified the “core support team” and 14 member consortium/workforce board

Formation of “core support team”: A “core support team” was recently formed to organize the Strategic Skills Initiative process after local elected officials determined that the previous SSI process would not yield results expected by the State of Indiana and the Indiana Department of Workforce Development. An interim core agent was identified, as was a consultant with years of experience in workforce demographic and strategic planning processes, and a volunteer who also possesses extensive knowledge in grant development and collaborative approaches to education, workforce, and economic development initiatives. **(See Attachment 2, Biographies of “core support team” members; See Attachment 3, Position and Work Descriptions.)**

Formation of consortium/workforce board: The consortium/workforce board being established is inclusive of all counties. The consortium/workforce board was selected by local elected officials in each county with input and support from local economic development leaders in each county. In addition to business representation being assured in each county, membership includes representation from a community based organization (cbo), an economic development organization, an education institution, and a labor representative. It is anticipated that additional business, education, economic development, and community representatives will become engaged in the SSI process as each phase of SSI is conducted. **(See Attachment 4, Listing of consortium/regional workforce board members.)**

Local economic development officials serve as conveners: In order to gain maximum participation in the SSI process, local economic development officials have agreed to serve as conveners of business representatives and other community representatives interested in workforce development. The overall region is being broken into 7 sub-regions in order to gain as much information as possible about workforce issues critical at the “county” level. This information will then be aggregated for the region. Each phase of the SSI process will include these meetings. **(See Attachment 4, Local Economic Development Officials/Conveners for Sub-regional Groups.)**

Overview: Outline of work to be conducted for the SSI:

- ♦ Assemble “core support team”
- ♦ Assemble consortium/workforce board
- ♦ Develop SSI project plan, budget and schedule. Review and receive ratification from consortium/ workforce board, LEO’s, and LEDO’s. Submit grant to DWD.
- ♦ Organize 10-county region into 7 sub-regions for purposes of conducting meetings and to build in “local capacity” by asking, in most cases, the lead economic development representatives in the counties to convene businesses for the purpose of participating in each phase of SSI.

(See Attachment 5, Basic Flow for SSI Initiative and Attachment 6 , Building Capacity Within Counties and Across the Region.)

- ♦ Collect data from previous related studies and perform analyses. (Previous studies being reviewed include county and regional workforce and education studies.)
- ♦ Use SSI data packets to conduct initial analyses
- ♦ Conduct focus group meetings in the 7 sub-regions to review secondary workforce data and gather input from business, education and economic development representatives.
- ♦ Conduct target interviews with strategic employers (high pay/high employment demand) based on findings from analyses and focus group meetings, for example:
 - Large companies (for example advanced manufacturing, health care, financial services, logistics, entertainment/tourism, information technology)
 - Entrepreneurial companies (for example information technology, emissions technology, embedded systems, health care)
- ♦ Gather and analyze data from initial focus group and targeted company meetings and review Occupation and Skills Shortages Report with consortium/workforce board representatives and LEO’s; gather input and then seek approval of report.
- ♦ Develop and implement root cause data gathering and root cause analyses; hold second set of meetings across 7 sub-regions.
- ♦ Meet with consortium/workforce board representatives and LEO’s to review Root Cause Report; gather input and then seek approval for report.
- ♦ Develop strategic action plan recommendations with input and planning involving representatives from 7 sub-regions and consortium/workforce board.
- ♦ Develop Regional Solutions Report; meet with consortium/workforce board; gather input and then seek approval for report.
- ♦ Communicate final Regional Solutions Report and communicate findings to the consortium/workforce board, Local Elected Officials, and Department of Workforce Development.
- ♦ **(For detailed work plan, see Attachment 7, Planning and Activities Schedule.)**

Sustainability of SSI Knowledge and Lessons Learned

The Strategic Skills Initiative provides the opportunity to create a sustainable, demand driven workforce system. Critically important too, is the institutionalizing of the knowledge gained and the processes developed to conduct an SSI-type process on an on-going basis. Our region needs a workforce which is capable of performing increasingly sophisticated work that pays high wages, and thereby supports our regional economy and quality of life.

Because the “core support team” managing the SSI process on behalf of EGR 9 is made up of experienced consultants and not staff of a current workforce investment board, the major sustainability and institutionalizing of the SSI process will come through:

- Formation of the consortium, and specifically the appointed members of the consortium who will also serve on the new regional workforce board
- Appointed board responsibility:
 - work with the “core support team”, business representatives, and local economic development leaders to ensure that the SSI plan over the next six months is followed, that the processes and procedures developed and implemented are well-documented, and that an on-going process is ready to be conducted
 - establish a new Region 9 workforce office that will work with the new workforce board to carry the SSI work forward and to connect it to overall economic development, workforce development, and education improvement
 - ensure that SSI leads to a full-fledged strategic plan and planning process that can be used repeatedly for improvement of the workforce system
- Well-documented processes and approaches that involve local businesses, economic development organizations, appointed regional workforce board members, and local elected officials who know and understand the local and regional economy; and who understand how the information and data gathered can be used at the local and regional level to support education, training, and on-going development of the workforce
- An internet-based website (both with and internet and intranet features) that provides databases which can be used for data gathering, data sharing, analysis, communication and decision making at the local and regional level. **(See Attachment 8, Detailed Description of Website.)**

V.

**Strategic Skills Initiative Research and ID Grant
Line Item Budget**

Economic Growth Region #9

| ITEM | Amount Requested |
|---------------------------------|-----------------------------|
| 1. Staff Costs | \$0 |
| 2. Consultant Assistance | \$131,000 |
| 3. Travel Expenses | \$0 |
| 4. Other Expenses | \$80,541 |
| TOTAL REQUEST | \$211,541 |

- 1. Staff Costs:** Prorated wages and benefit costs for that portion of time staff actively work on the project. Staff time charged to the project must be documented (i.e. time sheets.)
- 2. Consultant Assistance:** Costs for consultants assisting with the project. Include both consultant fees and expenses here. Please note that contracts for consultant services must meet all applicable state and local procurement requirements.
- 3. Travel Expenses:** Transportation (i.e. mileage), lodging, and meals (or Per Diem) costs for staff and other personnel (excluding consultants) participating in the project.
- 4. Other expenses:** Include costs such as: meeting room costs; purchase of data, reports, and materials; data processing fees; and printing expenses.

***NOTICE: Attach a detailed justification for all requested costs by line item. The justification must explain what is being requested in relation to the work statement, as well as the “reasonableness” of the amount being requested – this is a critical piece that must be well developed in order for the state to determine final funding levels.**

| Detailed Budget Justification EGR #9 | | |
|---|---------------|--|
| Item | Amount | |
| 1. Staff Cost | \$ - | Because this initiative is "start-up" and grass roots in nature, there is no current organization that will be providing staff to the SSI initiative. |
| 2. Consultants | | |
| Interim Core Agent | \$ 54,000 | Estimate 540 hours of work; all expenses including office and travel are a part of this contract for services; meets "reasonableness" test as customary rates for this type consulting ranges from \$75 to \$150 per hour; office and travel expenses are customarily charged in addition to this rate; Consultant agrees to fulfill work commitments regardless of hours that may be worked in addition to estimated hours. Rate will be = to \$100 per hour, well within customary rates for this type work. |
| Planning and Data Management Consultant | \$ 50,000 | Estimate 600 hours of work; all expenses including office and travel are a part of this contract for services; meets "reasonableness" test as customary rates for this type consulting ranges from \$75 to \$150 per hour; office and travel expenses are customarily charged in addition to this rate; Consultant agrees to fulfill work commitments regardless of hours that may be worked in addition to estimated hours. Rate will be = to \$83.33 per hour, well within customary rates for this type work. |
| Administrative Assistant | \$ 27,000 | Estimate 1,380 hours of work (including 100 hours of overtime.) Rate of pay will be \$13.00 per hour. Position will be sourced through staffing agency due to the fact this is a "start-up" initiative. Total rate of pay will be \$18.20 per hour including all expenses paid to staffing agency. Administrative Assistants who perform similar work to described position ranges from \$11 to \$16 per hour in this market. \$1,000 for travel is also built into this line item. |
| 3. Travel | \$ - | All travel expenses will be included in the contracts for interim core agent, planning and data management consultant, and administrative assistant. |

| Item | Amount | |
|---|-----------|---|
| 4. Other Expenses | | |
| Meetings | \$ 14,000 | Breaking region into 7 "sub-regions". Assume minimum of 3 meetings held with businesses in each sub-region. \$2,000 per sub-region X 7 regions = \$14,000. This is "not to exceed" amount per sub-region. |
| Meeting Facilitation | \$ - | LEDO's and additional meeting conveners have agreed to convene meetings across 7 sub-regions at no cost to SSI. |
| Regional Data Management Website Development | \$ 25,000 | Website will include internet and intranet applications. Repository for all SSI data. Discounted rate provided. |
| Employee Survey Fact Finding | \$ 5,000 | Conduct process to determine most appropriate methods to survey employees regarding their training, education, and other workforce related needs. |
| Office Expenses | \$ 3,000 | Office expenses: copying, phone calls, office supplies. Not to exceed amount. |
| Office Space | \$ - | Community Education Coalition providing office space and use of computer at no cost to SSI initiative. |
| SSI Planning and Grant Application | \$ - | Community Education Coalition has provided in excess of 100 hours of time in planning and documenting SSI EGR 9 process at no cost to SSI initiative. |
| ERISS Job Market Survey | \$ 13,455 | Per State-wide Indiana Workforce Development Initiative |
| SSI Workshop/Webinars | \$ 9,950 | Per State-wide Indiana Workforce Development Initiative |
| Miscellaneous | \$ 2,000 | To protect EGR9 SSI initiative from "unknowns"; examples include additional materials/printing costs or meeting costs. |
| Grant Administration | \$ 8,136 | SIRPC, grant recipient and keeper of contracts and financial records |
| Total | \$211,541 | |

Region 9 Overview- Demographics

- **Population**
- **Population by age categories**
- **Employment history**
- **Commuting patterns**
- **Average earnings per job category**
- **Fastest growing jobs in the area**
- **Education data**
- **Summary of key points**

Population By County

POPULATION OVER TIME

| | <u>BARTHOLOMEW</u> | <u>DEARBORN</u> | <u>DECATUR</u> | <u>FRANKLIN</u> | <u>JACKSON</u> |
|-----------------|--------------------|-----------------|----------------|-----------------|----------------|
| 1990 | 63,657 | 38,835 | 23,645 | 19,580 | 37,730 |
| 2003 | 72,341 | 47,849 | 24,747 | 22,773 | 41,639 |
| 2010 Projection | 71,257 | 50,855 | 24,789 | 24,035 | 41,827 |

| | <u>JEFFERSON</u> | <u>JENNINGS</u> | <u>OHIO</u> | <u>RIPLEY</u> | <u>SWITZERLAND</u> |
|-----------------|------------------|-----------------|-------------|---------------|--------------------|
| 1990 | 29,797 | 23,661 | 5,135 | 24,616 | 7,738 |
| 2003 | 32,350 | 28,111 | 5,732 | 27,316 | 9,435 |
| 2010 Projection | 33,293 | 30,547 | 6,092 | 28,324 | 10,265 |

TOTAL

| | |
|-----------------|---------|
| 1990 | 274,394 |
| 2003 | 312,293 |
| 2010 Projection | 321,284 |

Source: Stats Indiana

Key points:

- The region represents 5.0% of total Indiana population.
- The four largest populated cities are Columbus , Seymour, Madison, and Greensburg

Comparison of Age Population By County 2003-2015

| COUNTY | YR. | TOTAL POP | PRE-SCHOOL AGE 0-4 | SCHOOL AGE 5-17 | COLLEGE AGE 18-24 | YOUNG ADULT 25-44 | OLDER ADULT 45-64 | SENIOR 65+ |
|-------------|------|--------------|--------------------------|-----------------------|-------------------------|-------------------------|-------------------------|---------------|
| Bartholomew | 2003 | 72,341 | 5,151 | 14,113 | 5,576 | 19,933 | 18,400 | 9,168 |
| | 2015 | 72,111 | 5,044 | 13,951 | 3,819 | 19,219 | 19,167 | 10,911 |
| Change | | (230) | (107) | (162) | (1,757) | (714) | 767 | 1,743 |
| % Change | | (0.3) | (0.2) | (.1) | (31.5) | (3.6) | 4.2 | 19.0 |
| Dearborn | 2003 | 47,849 | 2,953 | 9,577 | 4,491 | 13,420 | 12,001 | 5,407 |
| | 2015 | 52,258 | 3,180 | 10,393 | 2,501 | 13,543 | 15,536 | 7,105 |
| Change | | 4,409 | 227 | 816 | (1,990) | 123 | 3,535 | 1,698 |
| % Change | | 9.2 | 7.7 | 8.5 | (44.3) | 0.9 | 29.4 | 31.4 |
| Decatur | 2003 | 24,747 | 1,884 | 4,707 | 2,116 | 6,825 | 5,763 | 3,542 |
| | 2015 | 25,201 | 1,851 | 5,193 | 1,436 | 6,285 | 6,637 | 3,799 |
| Change | | 454 | (33) | 486 | (680) | (540) | 874 | 257 |
| % Change | | 1.8 | (0.2) | 10.3 | (32.1) | (8.8) | 15.2 | 7.3 |
| Franklin | 2003 | 22,773 | 1,334 | 4,666 | 2,134 | 6,229 | 5,455 | 2,955 |
| | 2015 | 24,621 | 1,540 | 5,242 | 1,245 | 6,383 | 6,763 | 3,448 |
| Change | | 1,848 | 206 | 576 | (889) | 154 | 1,308 | 493 |
| % Change | | 8.1 | 15.4 | 12.3 | (41.6) | 2.5 | 24.0 | 16.7 |
| Jackson | 2003 | 41,639 | 3,017 | 7,756 | 3,674 | 11,840 | 9,822 | 5,530 |
| | 2015 | 42,392 | 2,879 | 8,262 | 2,397 | 11,277 | 11,193 | 6,384 |
| Change | | 753 | (138) | 506 | (1,277) | (563) | 1,371 | 854 |
| % Change | | 1.8 | (4.5) | 6.5 | (34.8) | (4.8) | 13.9 | 15.4 |
| Jefferson | 2003 | 32,350 | 1,879 | 5,805 | 3,682 | 8,602 | 7,998 | 4,284 |
| | 2015 | 33,777 | 1,921 | 6,422 | 2,257 | 8,278 | 9,323 | 5,576 |
| Change | | 1,427 | 42 | 617 | (1,425) | (324) | 1,325 | 1,292 |
| % Change | | 4.4 | 2.2 | 10.6 | (38.7) | 3.8 | 16.6 | 30.2 |

Source: Stats Indiana

Key points:

- Bartholomew County is the only county in the region that has negative growth in population.

Comparison of Age Population By County 2003-2015

| COUNTY | YR. | TOTAL POP | PRE-SCHOOL AGE 0-4 | SCHOOL AGE 5-17 | COLLEGE AGE 18-24 | YOUNG ADULT 25-44 | OLDER ADULT 45-64 | SENIOR 65+ |
|-------------|------|--------------|--------------------------|-----------------------|-------------------------|-------------------------|-------------------------|---------------|
| Jennings | 2003 | 28,111 | 2,028 | 5,782 | 2,422 | 8,135 | 6,688 | 2,986 |
| | 2015 | 31,738 | 2,266 | 6,410 | 1,683 | 8,758 | 8,348 | 4,273 |
| Change | | 3,627 | 238 | 628 | (739) | 623 | 1,660 | 1,287 |
| % Change | | 12.9 | 11.7 | 10.9 | (32.5) | 7.7 | 24.8 | 43.1 |
| Ohio | 2003 | 5,732 | 340 | 1,033 | 526 | 1,542 | 1,473 | 818 |
| | 2015 | 6,209 | 370 | 1,236 | 313 | 1,436 | 1,803 | 1,051 |
| Change | | 477 | 30 | 203 | (213) | (106) | 330 | 233 |
| % Change | | 8.3 | 8.8 | 19.7 | (40.5) | (6.9) | 22.4 | 28.5 |
| Ripley | 2003 | 27,316 | 1,905 | 5,656 | 2,386 | 7,410 | 6,322 | 3,637 |
| | 2015 | 29,044 | 2,021 | 5,922 | 1,423 | 7,450 | 7,831 | 4,397 |
| Change | | 1,728 | 116 | 266 | (963) | 40 | 1,509 | 760 |
| % Change | | 6.3 | 6.1 | 4.7 | (40.4) | 0.5 | 23.9 | 20.9 |
| Switzerland | 2003 | 9,435 | 558 | 1,811 | 901 | 2,580 | 2,366 | 1,219 |
| | 2015 | 10,641 | 671 | 2,198 | 652 | 2,642 | 2,886 | 1,592 |
| Change | | 1,206 | 113 | 387 | (249) | 62 | 520 | 373 |
| % Change | | 12.8 | 20.3 | 21.4 | (27.6) | 2.4 | 22.0 | 30.6 |
| Total | 2003 | 312,293 | 21,049 | 60,906 | 27,908 | 86,516 | 76,288 | 39,546 |
| | 2015 | 327,992 | 21,743 | 65,229 | 17,726 | 85,271 | 89,487 | 48,536 |
| Change | | 15,699 | 694 | 4,323 | (10,182) | (1245) | 13,199 | 8,990 |
| % Change | | 5.0 | 3.3 | 7.1 | (36.5) | (1.4) | 17.3 | 22.3 |

Source: Stats Indiana

Key points:

- College age group (18-24) decreases in all counties
- 65+ age group increases significantly
- Both of these trends are similar throughout all of Indiana
- Implications on demand for health care and extension of workforce

Employment History 1990-2001

| COUNTY | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | %INC. 1990-2001 | %DEC 1999-2001 |
|-------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------------------|-------------------|
| Bartholomew | 36665 | 38525 | 40978 | 42751 | 43930 | 44056 | 44944 | 46347 | 46415 | 45993 | 44311 | 43530 | 18.7% | 5.4% |
| Dearborn | 10432 | 10561 | 10873 | 11305 | 11725 | 12177 | 13563 | 14622 | 14948 | 15339 | 15831 | 15746 | 50.9% | (2.6)% |
| Decatur | 10037 | 10653 | 11514 | 12328 | 12488 | 12823 | 13855 | 13941 | 15166 | 15215 | 14351 | 14809 | 47.5% | 2.7% |
| Franklin | 3465 | 3502 | 3562 | 3758 | 3932 | 4322 | 4496 | 4564 | 4617 | 4739 | 4630 | 4520 | 30.4% | 4.6% |
| Jackson | 17055 | 17725 | 18228 | 19008 | 20260 | 19768 | 19888 | 20335 | 21464 | 21908 | 21939 | 21661 | 27.0% | 1.1% |
| Jefferson | 13052 | 13629 | 13712 | 13942 | 14178 | 13950 | 13995 | 13699 | 13822 | 13961 | 13835 | 14082 | 7.9% | (0.9)% |
| Jennings | 6284 | 6373 | 6838 | 7399 | 8369 | 8727 | 8812 | 8958 | 9402 | 9575 | 9144 | 8573 | 36.4% | 10.5% |
| Ohio | 665 | 671 | 661 | 676 | 672 | 1072 | 2210 | 2311 | 2255 | 2200 | 2073 | 2037 | 206.3% | (7.9)% |
| Ripley | 11101 | 11202 | 11563 | 12084 | 12484 | 12334 | 12347 | 12775 | 13199 | 13864 | 14188 | 13868 | 24.9% | - |
| Switzerland | 1824 | 1779 | 1822 | 1891 | 1997 | 1797 | 1760 | 1741 | 1786 | 2107 | 3049 | 2725 | 48.0% | (29.3%) |
| | | | | | | | | | | | | | | |
| Total | 110580 | 114620 | 119751 | 125142 | 130035 | 131026 | 135870 | 139293 | 143074 | 144901 | 143351 | 141551 | 28.0 | 2.3 |

Source: Stats Indiana

Total employment has dropped from 1999-2001

Southeast Indiana Employment/Commuting Patterns

| | | 2003 | | | | | |
|-------------|--------------|--------|---------|-----------|----------|---------|---------|
| | LARGEST | COUNTY | 2003 | 2003 | Dec.2004 | COMMUTE | COMMUTE |
| COUNTY | CITY | POP. | EMPLOY. | UNEMPLOY. | % | IN | OUT |
| Bartholomew | Columbus | 72341 | 36403 | 1558 | 3.8 | 11549 | 4630 |
| Dearborn | Lawrenceburg | 47849 | 22664 | 1149 | 5.3 | 3296 | 13630 |
| Decatur | Greensburg | 24747 | 14931 | 539 | 4.5 | 3849 | 2898 |
| Franklin | Brookville | 22773 | 11960 | 645 | 4.9 | 1389 | 6904 |
| Jackson | Seymour | 41639 | 21591 | 988 | 4.2 | 5315 | 4284 |
| Jefferson | Madison | 32250 | 13590 | 699 | 5 | 3331 | 3256 |
| Jennings | North Vernon | 28111 | 13186 | 858 | 5.8 | 1610 | 5481 |
| Ohio | Rising Sun | 5732 | 2744 | 126 | 5.4 | 1019 | 1864 |
| Ripley | Versailles | 27316 | 14452 | 690 | 4.9 | 4045 | 5351 |
| Switzerland | Vevay | 9435 | 3558 | 246 | 6.5 | 573 | 2231 |

Average Earnings By Industry By Job In 2002 By County

AVERAGE EARNINGS BY INDUSTRY BY JOB IN 2002 BY COUNTY

| INDUSTRY JENNINGS | BARTHOLOMEW | | DEARBORN | | DECATUR | | FRANKLIN | | JACKSON | |
|----------------------------------|-------------|------------|----------|---------|---------|---------|----------|---------|---------|---------|
| | % Empl. | \$ (000's) | % Empl. | \$(000) | % Empl. | \$(000) | % Empl. | \$(000) | %Empl. | \$(000) |
| | Per Job | Per Job | Per Job | Per Job | Per Job | Per Job | Per Job | Per Job | Per Job | Per Job |
| Accommodation, Food Service | 6.0 | 13,534 | 6.0 | 11,136 | 4.5 | 11,363 | 7.9 | 8,933 | 5.8 | 12,493 |
| Arts, Ent. Recreation | 1.0 | 10,092 | 13.9 | 35,484 | 0.6 | 10,509 | 1.0 | 9,569 | 0.7 | 8,708 |
| Construction | 5.3 | 34,908 | 8.1 | 27,480 | 3.8 | 23,130 | 8.6 | 27,422 | 5.5 | 27,551 |
| Health Care, Social Services | 7.7 | 36,177 | 6.6 | 28,280 | 4.2 | 23,294 | N/A | N/A | N/A* | N/A* |
| Information | 1.1 | 29,556 | 1.1 | 26,727 | 0.8 | 27,267 | N/A | N/A | 0.6 | 39,949 |
| Manufacturing | 28.7 | 58,140 | 9.7 | 53,824 | 31.8 | 44,388 | 5.7 | 38,761 | 25.8 | 49,520 |
| Professional, Technical Services | 4.1 | 38,793 | 2.9 | 21,988 | N/A* | N/A* | 2.8 | 21,824 | 2.7 | 28,512 |
| Retail Trade | 10.4 | 19,302 | 12.4 | 21,168 | 10.7 | 19,474 | 11.3 | 15,183 | 11.9 | 18,578 |
| Transportation and Warehousing | 3.3 | 36,637 | 3.5 | 28,126 | 2.2 | 26,419 | 3.1 | 28,849 | 10.4 | 36,134 |
| Wholesale Trade | 2.3 | 47,026 | 1.9 | 35,414 | 2.3 | 37,627 | 0.9 | 30,438 | 2.2 | 38,295 |
| Other Private Industry | 17.8 | 33,019 | 15.7 | 23,120 | 23.7 | 17,588 | 12.5 | 23,990 | 12.5 | 23,893 |
| Government | 11.0 | 39,958 | 11.5 | 39,659 | 7.9 | 36,897 | 13.3 | 34,855 | 10.0 | 38,641 |
| Farm | 1.3 | N/A | 3.5 | N/A | 4.8 | N/A | 13.0 | N/A | 5.0 | N/A |

Source: U.S. Bureau of Economic Analysis

N/A *-Non-Disclosure Requirements

Data that varies to other counties is shown in shaded area:

- Jackson County—influence of Wal-Mart Distribution Center employment
- Strong Manufacturing influence on Bartholomew, Decatur, and Jackson counties

Average Earnings By Industry By Job In 2002 By County

| INDUSTRY | JEFFERSON | | JENNINGS | | OHIO | | RIPLEY | | SWITZERLAND | |
|----------------------------------|-----------|-----------------------|----------|--------------------|---------|--------------------|---------|--------------------|-------------|--------------------|
| | % Empl. | \$ (000's) Per Job | % Empl. | \$(000) Per Job | % Empl. | \$(000) Per Job | % Empl. | \$(000) Per Job | %Empl. | \$(000) Per Job |
| Accommodation, Food Service | 6.5 | 12,031 | 5.0 | 13,486 | 3.1 | 8,759 | 5.6 | 10,116 | 2.5 | 10,041 |
| Arts, Ent. Recreation | 0.7 | 9,257 | 0.8 | 10,558 | N/A | N/A | 0.8 | 16,373 | N/A | N/A |
| Construction | 5.6 | 26,629 | 7.6 | 29,361 | 5.3 | 22,824 | 5.5 | 28,741 | N/A | N/A |
| Health Care, Social Services | N/A | N/A | 6.1 | \$24,178 | 4.5 | 20,912 | N/A | N/A | 4.8 | 20,978 |
| Information | 0.9 | 18,067 | 0.4 | 24,163 | N/A | N/A | 0.8 | 33,452 | 0.7 | 18,815 |
| Manufacturing | 19.7 | 45,691 | 19.7 | 34,905 | N/A | N/A | 19.9 | 68,088 | 4.8 | 28,232 |
| Professional, Technical Services | N/A | N/A | N/A* | N/A* | N/A | N/A | N/A | N/A | N/A | N/A |
| Retail Trade | 12.1 | 17,474 | 9.7 | 16,496 | 6.3 | 12,770 | 10.1 | 17,002 | 5.3 | 16,330 |
| Transportation and Warehousing | 1.5 | 24,183 | 7.1 | 29,445 | N/A | N/A | 3.7 | 33,704 | 1.6 | 24,115 |
| Wholesale Trade | N/A | N/A | 2.3 | 31,071 | N/A | N/A | 1.1 | 36,959 | 0.8 | 23,032 |
| Other Private Industry | 13.6 | 16,123 | 14.1 | 25,605 | 5.5 | 43,899 | 12.4 | 24,256 | 8.1 | 32,418 |
| Government | 14.1 | 32,973 | 17.8 | 36,936 | 11.9 | 33,224 | 8.7 | 36,770 | 11.7 | 34,568 |
| Farm | 5.4 | N/A | 6.7 | N/A | 11.1 | N/A | 6.1 | N/A | 16.6 | N/A |

Source: U.S. Bureau of Economic Analysis

N/A *-Non-Disclosure Requirements

Fastest Growing Jobs In The Area By Annual Wages (2002-2012)

| | Quartile 1 (\$42K & Higher) | Quartile 2 (\$28-41K) | Quartile 3 (\$20-27K) | Quartile 4 (Up to \$20K) |
|------------------|---|--|---|---|
| Jobs | Management Analysts Physician Assistant Physical Therapist Dental Hygienist Network Systems Analyst Computer Systems Analyst Computer Software Engineer Data Base Administration Post Secondary Teacher General and Operating Mgr. Secondary Teacher | Computer & Information System Manager Nursing: LPN and RN Webmaster Respiratory Therapist Computer Equipment Repair Truck Driver Elementary School Teacher Supervisor | Computer Systems Analyst Dental Assistant Medical Assistant Physical Therapist Assistant Social and Human Services Assistant Medical Records Technician Customer Service Rep | Computer Support Specialist Home Health Aide Pre-School Teacher Retail Salesperson Fast Food Service |
| Education | Doctoral Degree Master's Degree Bachelor's Degree | Bachelor's Degree Associate/Vocational Degree Formal Training On the Job Training | Bachelor's Degree Associate Degree Certificate On the Job Training | Associate Degree Certificate On the Job Training |

Sources: Adaptation of U.S. Department of Labor Statistics, Indiana Department of Workforce Development, and Columbus Area Job Information Booklet

Key points:

- **Healthcare, Education, and Computer Technology dominate future fastest growing jobs.**
- **Educational opportunities are growing through IUPUC, Purdue School of Technology, and Ivy Tech**

Education Data For Region 9

| | # OF | | | | | | | | 2000 CENSUS |
|------------------|------------|--------|-------|------|------|------|-------|------|--------------|
| | 2004 | HIGHER | | | | | VOC/ | | ADULT 25+ |
| COUNTY | H.S.GRADS. | ED | 4 YR | % | 2 YR | % | TRADE | % | BA OR HIGHER |
| Bartholomew | 605 | 537 | 460 | 76.0 | 28 | 4.6 | 49 | 8.2 | 22 |
| Dearborn | 583 | 467 | 310 | 53.2 | 129 | 22.1 | 28 | 4.8 | 15.4 |
| Decatur | 284 | 210 | 158 | 55.6 | 26 | 9.2 | 26 | 9.2 | 11.5 |
| Franklin | 178 | 107 | 82 | 46.7 | 4 | 2.3 | 21 | 11.7 | 12.5 |
| Jackson | 393 | 260 | 201 | 51.2 | 39 | 9.9 | 20 | 4.9 | 11.5 |
| Jefferson | 251 | 202 | 147 | 58.6 | 32 | 12.8 | 23 | 9.1 | 16.4 |
| Jennings | 230 | 173 | 119 | 51.7 | 48 | 20.9 | 6 | 2.6 | 8.4 |
| Ohio | 59 | 32 | 27 | 45.8 | 4 | 6.8 | 1 | 1.6 | 11.6 |
| Ripley | 350 | 242 | 202 | 57.7 | 25 | 7.1 | 15 | 4.3 | 11.5 |
| Switzerland | 101 | 66 | 41 | 40.6 | 23 | 22.8 | 2 | 1.9 | 7.6 |
| Total | 3034 | 2296 | 1747 | 56.8 | 358 | 12.4 | 191 | 6.5 | 15.2 |
| State of Indiana | 56222 | 43805 | 32572 | 57.9 | 7052 | 12.5 | 4181 | 7.4 | 19.4 |
| | | | | | | | | | |

Attachment 2

Biographies:

David R. Terrell

Through his company, Terrell Associates, David Terrell has worked with communities throughout Indiana in planning and implementing community-level actions to address their needs. He also assists businesses with strategic planning and goal development.

Mr. Terrell's current activities include performing economic development services for the Madison - Jefferson County Economic Development Corporation (MIDCOR). He also has worked extensively with Southwest Indiana Network for Education (SINE) to develop county-level, employer-driven partnerships to advance lifelong learning and workforce planning initiatives. These counties include Gibson, Knox, Perry, Pike, Posey, Spencer, and Warrick. He also has provided these services to Shelby County Lifelong Learning and to the Scott County Partnership.

Mr. Terrell has extensive experience in workforce development. He served as Vice-Chair of the Southern Seven Workforce Investment Board, and also on the board of the Southeast WIB. He served on the Indiana Human Resource Investment Council, and on the board of the Southern Indiana Rural Development Project. In the past he served as chair of the Scott County Partnership, on the board of the Hoosier Falls Private Industry Council, and on the Executive Committee of the Indiana Jobs Council.

Mr. Terrell has a strong background in private sector employment, in both manufacturing and service industries. He was the general manager of a start-up manufacturing plant with 300 employees (Kokoku Steel Cord Corp., Scottsburg, IN). He also has served as a manager for sales and engineering for a plastics company and as a general manager for a diverse real estate development company.

Mr. Terrell is a graduate of Indiana State University, and received his MBA from the University of South Florida. He worked in several capacities in state government, culminating in service as Deputy Director of the Business Expansion Division of the Indiana Department of Commerce. He served as liaison to the steel industry in Northwest Indiana, in addition to working with existing businesses in their expansion efforts.

Jim Battin

Jim Battin is President of Strategic Consulting Group, Inc. (SCG), founded in 1998, and specializes in Human Resources consulting. SCG has worked with clients in several industry groups: manufacturing, health care, government, education, information technology, financial services, utilities, distribution; and several non-profit organizations.

Consulting services include planning, analysis, and implementation of projects involving the improvement of business results through more effective utilization of human resources.

Prior to 1998, Jim completed a 25-year career with Cummins Engine Company, located in Columbus, Indiana. He worked in Human Resources in the plant, distribution, marketing, and corporate areas.

Work experiences related to workforce development and education includes the following:

- ♦ Completed a skill survey for Workforce Development regions 10 and 11 in Southern Indiana covering approximately 8,000 businesses. The survey results were used to support three-year Strategic Plan initiatives.
- ♦ Worked with the Community Education Coalition in Columbus, Indiana from 1999 to the present on a variety of projects:
- ♦ Conducted a study on the nursing shortage in Southcentral Indiana. Member of team which raised \$1.0 M to increase the number of ASN degree classes offered in Ivy Tech-Columbus and BSN classes in Indiana University-Purdue University Columbus. As a result of this community effort, the number of students receiving post secondary degrees in Nursing has risen from 20 to 80/year. A coalition of regional hospital and educational representatives has met for two years to identify ongoing needs and program opportunities.
- ♦ Completed a study of jobs within South Central Indiana, determined the demand level for each job, identified compensation ranges, and identified higher education opportunities for prospective employees to pursue. The summary of the work was published in a booklet entitled "Columbus Area Job Information." Approximately 1000 booklets have been distributed in Bartholomew and contiguous counties.
- ♦ Worked on a variety of supply and demand studies for the Community Education Coalition and education partners to provide data to assist in curriculum development.
- ♦ The current Strategic Skills Initiative provides an opportunity to leverage the results of studies similar to those above along with others that have been completed within the region to provide a workforce development, economic development, and educational strategy for Region 9 in Southeastern Indiana.

John M. Burnett

John M. Burnett is President of the Community Education Coalition (CEC) in Columbus, Indiana, an organization of local business, education and community leaders working to improve Pre-school through Grade 16 education in the community. Burnett is currently working with leaders from Indiana University Purdue University Columbus, Ivy Tech State College, Purdue School of Technology Columbus, Bartholomew Consolidated School Corporation, and WorkOne to implement a collaborative community learning system. The system is intended to identify and deliver continuously improving education and training to citizens, community organizations, and businesses of the Columbus area. Burnett also serves as President of the Columbus Learning Center Management Corporation, a \$25 million facility which opened in April 2005. The building serves the collaboration of IUPUC, Ivy Tech, Purdue College of Technology, WorkOne, and local public school corporations (including Bartholomew Consolidated School Corp.) and collectively, these partners provide degree and certificate programs, training, employment, career counseling and guidance services to teachers, students, businesses and community organizations. The very latest technologies are used in the Center as people in the East South Central region of the state pursue life-long learning opportunities. Burnett teamed with Heritage Fund of Bartholomew County to develop \$5.85 million dollars in grant requests to support the learning system, which have been approved by the Lilly Endowment. In total, the CEC has raised over \$14 million to support education program development and improvement of the learning system.

Prior to his current role as the CEC President, Burnett was owner and President of the Adecco Personnel Services franchise territory in Buffalo, New York. He provided human resource consulting and staffing services to companies in the Buffalo region including United Parcel Service, The Mentholatum Company, Tower Group International (McGraw-Hill), Citicorp, as well as regional distribution, financial and marketing research companies.

From 1984 to 1997, Burnett held a variety of human resource positions including Director of Human Resources for a 1.5 billion-dollar division of Cummins Engine Company. A principal duty in this assignment focused on supporting development of joint ventures in China, England, and other global locations. He also served as Director of Human Resources for Cummins' Jamestown, New York plant. The Jamestown Engine Plant is one of the longest running team-based work system operations in the United States. During his time at Jamestown, Burnett led several education initiatives including the development of a youth apprenticeship program, which was adopted by the National 4-H Council as a model for youth apprenticeships. He also led the development of a middle school mentoring program and he served as facilitator for the development of diversity programs for the local community college. Burnett also served as chief labor negotiator for Cummins during several labor contract negotiations.

Early in his career, Burnett taught high school English, worked as a tennis professional; and he was Men's Varsity Tennis Coach at Indiana State University for two years.

Attachment 3

Position/Work Descriptions

Interim Core Agent

The Interim Core Agent for the Region 9 SSI will lead the coordination of all activities for the Strategic Skills Initiative with the Core Team, staff, consortium members, and consultants. This person will oversee the strategic planning and skill initiatives that support the short and long term growth of the regional economy by putting into place on-going activities of labor market research, worker skill studies, wage studies, and other related activities on a regional level; and also by building an organizational infrastructure that enhances and grows local and sub-regional capacity.

This person will serve as the point of contact for the completion of the SSI work, including all required deliverables, and also the goals as determined by the Region 9 Consortium. The Core Agent will work with the Grant Receiving Organization to assure the project is complying with the requirements of the Fiscal Agent and the state. The Core Agent will provide overall project management and guidance to the Project Staff to assure the work of the SSI is achieved within budgetary and regulatory parameters.

This person will oversee all aspects of this initiative to assure that the goals are achieved in an organized and timely manner and that regular updates are provided to the respective Core Team, Consortium, Local and State Elected Officials, and future Regional Workforce Boards, as well as the State.

Planning and Data Management Consultant

The Planning and Data Management Consultant will be responsible for the following work:

- ♦ Work as part of a team to introduce the SSI to Local Elected Officials (LEO) and Local Economic Development Officials (LEDO) in a ten-county area in Southeast Indiana.
- ♦ Develop project plan and deadlines to meet Indiana Department of Workforce Development (IDWD) guidelines and achieve project goals.
- ♦ Estimate work hours required to achieve goals and develop resource requirements.
- ♦ Complete analysis of secondary data (research, literature, and database files) to identify occupations and skills gaps.
- ♦ Develop presentation of findings and present to Local Economic Development Officials, Local Elected Officials, and Regional Workforce board in Region 9.
- ♦ Provide questions and suggest approaches for additional data collection through focus groups, interviews, and other techniques.
- ♦ Complete the report for Research and Identification Phase using the IDWD suggested format and share with LEDO's, LEO's, and Regional Advisory Group and business representatives to validate findings.
- ♦ Work with the Interim Core Agent to define the methodology for identifying root causes; establish a common reporting format for LEDO's to report focus group meeting highlights.
- ♦ Participate in SSI workshops and seminar to increase capability and capacity to use SSI tools, resources provided for the initiative.

- ♦ Work closely with Administrative Assistant to provide direction for assistance in data collection and documentation of findings for input into data bases and Internet files.
- ♦ Work with Information Technology vendor to assure project specifications are met as requested.
- ♦ Assist Interim Core Agent to complete final report and provide data as requested.
- ♦ Travel throughout ten county areas in Southeast Indiana to assist LEDO's, LEO's, and the Regional Workforce board as requested.

Administrative Assistant

Key Functions: Office Support for Core Team Activities and Administrative Support for Data Analysis

Activities/Position Requirements:

- ♦ Coordinate and schedule activity of the Core Team and the Workforce Board
 - Schedule meetings for individuals and groups, as instructed
 - Determine location, logistics
 - Provide meeting support, including preparation (copies, PowerPoint), recording notes/minutes)
- ♦ Communicate by phone or email with elected officials, local economic development officials, business leaders, and others, as instructed
- ♦ Perform basic bookkeeping functions, i.e., processing of paperwork for payments, etc.
- ♦ Create forms and/or procedures as needed
- ♦ Demonstrated capability in Microsoft Office (Word, Excel, PowerPoint, and Access)
- ♦ Capability in Excel is a key requirement—developing spreadsheets and charts from existing data based on Strategic Skills Initiative web site links; creating new spreadsheets by selecting information from various web sites and formatting as requested.
- ♦ (Note: Direction and request for spreadsheets will come from Planning and Data Management Consultant. The incumbent will not be required to analyze data, but to provide formats as requested.)
- ♦ The incumbent will be required to pull information from existing Strategic Skills Initiative Access tables. This involves clicking predetermined tabs and selecting information categories requested, and printing out reports. (Again, Planning and Data Management Consultant would be providing directions for the formats.)
- ♦ Build data bases and files of workforce, education, and economic development information for future use and/or transport into database being developed by an outside vendor.
- ♦ Develop reporting formats as requested and collect information from focus group meetings in 10 counties.
- ♦ Create final reports and PowerPoint presentations as requested. (Create the documents; not develop the presentation or report)
- ♦ Work closely with Planning and Data Management Consultant by phone, e-mail, and in person to produce the information requested in the activities listed previously.

Training/Education required once selected:

- ♦ Become familiar with the Strategic Skills Initiative requirements as listed on the DWD web-site, including: Phases of the project, schedule, web-site links identified by DWD, Access tables created by DWD, and contact list in Region 9.

Attachment 4

Region 9 Consortium

Appointed Consortium/Workforce Board Members:

Bartholomew

| | |
|-----------------|--|
| Jeanie Scofield | ArvinMeritor, business representative (technology/manufacturing) |
| John Burnett | Community Education Coalition (community based organization) |

Dearborn

| | |
|-----|-------------------------|
| TBD | business representative |
|-----|-------------------------|

Decatur

| | |
|--------------|--|
| Beth Blasdel | Blasdel Enterprises, business representative (manufacturing) |
| TBD | labor representative |

Franklin

| | |
|--------------|----------------------------------|
| Carol Monroe | business representative (retail) |
|--------------|----------------------------------|

Ohio

| | |
|-------------|--|
| Ron Timmons | The Crestmont Company, business representative (real estate) |
|-------------|--|

Ripley

| | |
|-------------|---|
| John Dickey | Hillenbrand Industries, business representative (health care/manufacturing) |
|-------------|---|

Jackson

| | |
|-------------|--|
| TBD | business representative |
| Jackie Hill | Jackson County Industrial Development Corp. (economic development) |

Jefferson

| | |
|---------------|--|
| TBD | business representative |
| Don Heiderman | Ivy Tech Community College (education) |

Switzerland

| | |
|------------|---|
| Tom Conroy | Spiral-Fab, business representative (manufacturing) |
|------------|---|

Jennings

| | |
|-----|-------------------------|
| TBD | business representative |
|-----|-------------------------|

Local Economic Development Officials/Conveners for Sub-Regional Groups:

Bartholomew

| | | |
|----------------------|-----------|-------------------------------------|
| Brooke Tuttle | President | Columbus Economic Development Board |
| Richard Stenner, Jr. | President | Columbus Chamber of Commerce |

Dearborn and Ohio

| | | |
|-----------------|--------------------|-------------------------------------|
| James West, Jr. | President | Dearborn County Economic Initiative |
| Edward Sullivan | Executive Director | Rising Sun Regional Foundation |

Decatur

| | | |
|-----|--------------------|--|
| TBD | Executive Director | Decatur County Economic Development Corp |
|-----|--------------------|--|

(this position was just vacated – a new person has been selected but not announced)

Franklin and Ripley

| | | |
|------------|--------------------|--|
| Pam Sander | Executive Director | Ripley County Economic Development Corp. |
|------------|--------------------|--|

Jackson

| | | |
|-------------|-----------------------|---|
| Jim Plump | Executive Director | Jackson County Industrial Development Corp. |
| Jackie Hill | Workforce Coordinator | Jackson County Industrial Development Corp. |

Jefferson and Switzerland

| | | |
|---------------|----------------|---|
| Jon Bond | President | Switzerland County Economic Development Corp. |
| David Terrell | Exec. Director | Madison-Jefferson County Economic Development Corp. |

Jennings

| | | |
|---------------|--------------------|--|
| Kathryn Ertel | Executive Director | Jennings County Economic Development Corp. |
|---------------|--------------------|--|

Indiana Workforce Development Representatives:

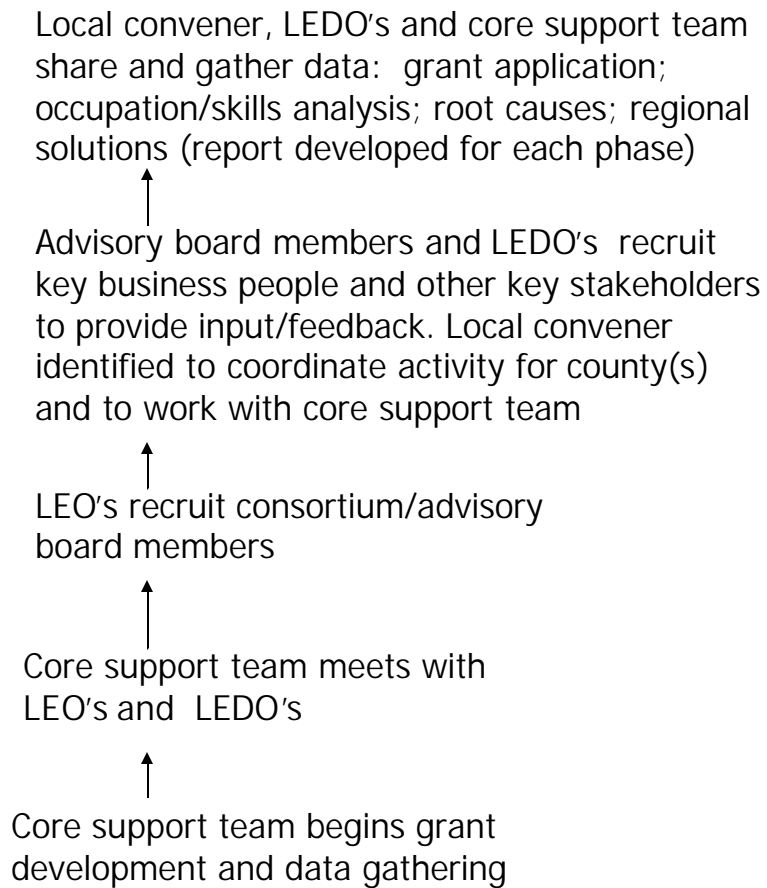
| | |
|-----------------|-------------------|
| James Buchanan | WorkOne, Columbus |
| Jean Voyles | WorkOne, Madison |
| Richard Rampley | WorkOne, Region 9 |

Core Support Team:

| | |
|---------------|---|
| David Terrell | Interim Core Agent |
| Jim Battin | Planning and Data Management Consultant |
| TBD | Administrative Assistant |

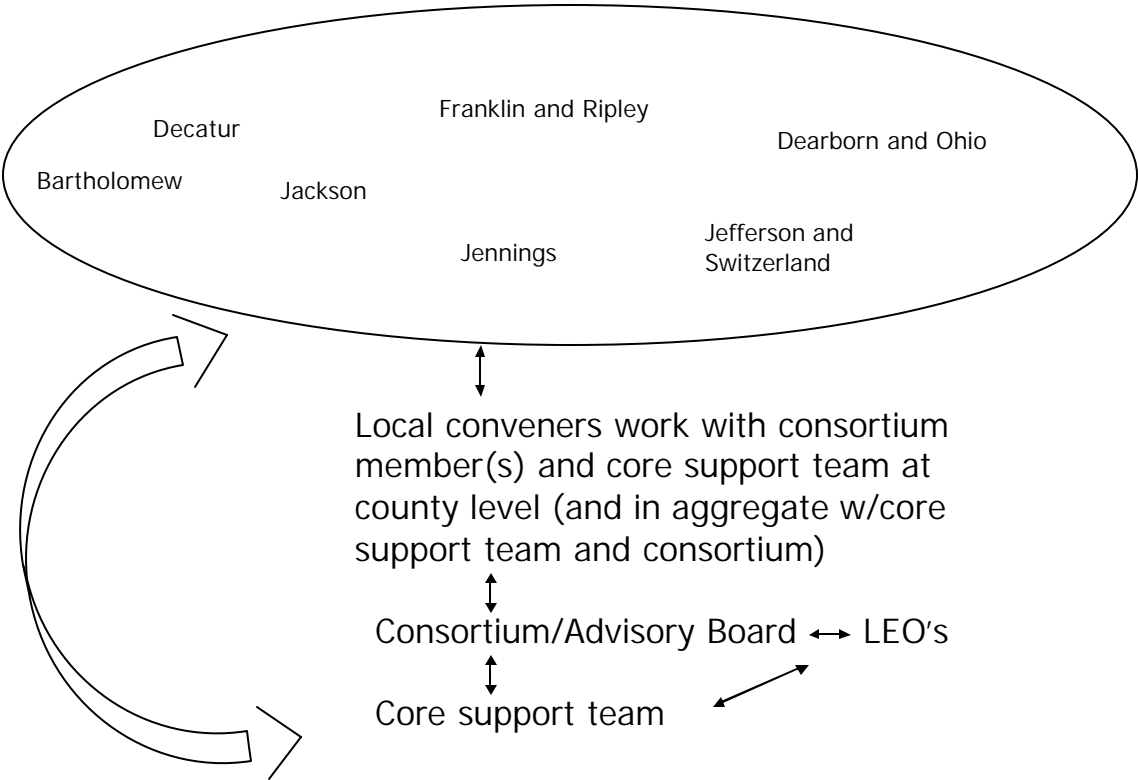
Attachment 5

Basic Flow For SSI Initiative



Attachment 6

Building Capacity Within Counties and Across the Region



Attachment 7

Strategic Skills Initiative EGR #9: Southeast Indiana Planning Activities and Schedule

| | | | | |
|---|------------------------------------|--|--|---|
| Project Activity 1: Assemble SSI Consortium and Core Team -Meet LEO's, LEDO's, in 10 counties, present overview of SSI | Timeline: 9/13-10/5 | Staff Responsibility & Agency: David Terrell-Interim Core Agent, Jim Battin-Consultant, and John Burnett-Volunteer | Effort/Work Hours: 85 hours | Product Produced (if applicable): 14 Consortium/Regional Workforce board members |
| Project Activity 2: Develop SSI project plan, budget, and schedule Review with Regional Workforce board, LEO's, and LEDO's Submit SSI Application to IDWD | Timeline: 9/13-10/12 | Staff Responsibility & Agency: Core Team | Effort/Work Hours: 188 hours | Product Produced (if applicable): SSI project plan, timeline, budget, and SSI Application |
| Project Activity 3: Research and Identification Phase-Identify Occupations and Skills Gaps using secondary research and databases. | Timeline: 9/28-11/4 | Staff Responsibility & Agency: Consultant Administrative Assistant | Effort/Work Hours: 60 hours 5 hours | Product Produced (if applicable): Summary of analysis of secondary research |
| Project Activity 4: Select Administrative Assistant | Timeline: 10/16-11/1 | Staff Responsibility & Agency: Interim Core Agent | Effort/Work Hours: 26 hours | Product Produced (if applicable): Administrative Assistant Selection |

| | | | | |
|--|---------------------------------|--|--|--|
| Project Activity 5: Participate in SSI Workshops & Webinar | Timeline: 10/16-11/15 | Staff Responsibility & Agency: Interim Core Agent Consultant | Effort/Work Hours: 12 hours | Product Produced (if applicable): Increase staff capability |
| Project Activity 6: Implementation of technology plan for Region 9 | Timeline: 10/16-4/1 | Staff Responsibility & Agency: Technology vendor | Effort/Work Hours: 375 | Product Produced (if applicable): Web site Data base Survey capability |
| Project Activity 7: Conduct focus group meetings in 10 counties (7 sub-regions) to acquire primary data and reaction to secondary research; anticipate at least 7 meetings, perhaps more | Timeline: 11/4-11/25 | Staff Responsibility & Agency: Interim Core Agent Consultant Administrative Assistant County Convenors of Business Representatives | Effort/Work Hours: 93 hours | Product Produced (if applicable): Completion of primary and secondary research |
| Project Activity 8: Summarize data collection findings, complete draft of Phase 1 report, review with Regional Advisory Group, complete report, and submit to IDWD | Timeline: 11/25-12/16 | Staff Responsibility & Agency: Interim Core Agent Consultant Administrative Assistant Regional Advisory Group | Effort/Work Hours: 136 hours | Product Produced (if applicable): Phase 1 Report |

| | | | | |
|--|-----------------------------------|---|--|---|
| Project Activity 9: Define methodology for identifying root causes-focus groups, interviews and surveys; establish reporting format for county convenors | Timeline: 12/23-1/5 | Staff Responsibility & Agency: Interim Core Agent Consultant | Effort/Work Hours: 30 hours | Product Produced (if applicable): Format and agenda for focus groups, interviews, and surveys if used |
| Project Activity 10: Set up meetings through county convenors, invite business representatives, and conduct focus group meetings | Timeline: 1/6-1/2 | Staff Responsibility & Agency: Interim Core Agent Consultant County Convenors Administrative Assistant | Effort/Work Hours: 325 hours | Product Produced (if applicable): Raw data for identifying root causes |
| Project Activity 11: Technology Plan Review | Timeline: 1/15 | Staff Responsibility & Agency: Regional Advisory Group Third Party Vendor Interim Core Agent | Effort/Work Hours: 2 hours | Product Produced (if applicable): Status report on technology plan |
| Project Activity 12: Participate in SSI workshops and webinar | Timeline: 1/6-1/25 | Staff Responsibility & Agency: Interim Core Agent Consultant | Effort/Work Hours: 13 hours | Product Produced (if applicable): Build capability |

| | | | | |
|---|------------------------------|---|--|---|
| Project Activity 13: Analyze and summarize root cause data and provide feedback reports | Timeline: 1/26-2/7 | Staff Responsibility & Agency: Interim Core Agent Consultant Administrative Assistant | Effort/Work Hours: 142 hours | Product Produced (if applicable): Feedback reports |
| Project Activity 14: Prepare and review summaries by region and county with Regional Advisory Group | Timeline: 2/14 | Staff Responsibility & Agency: Interim Core Agent Consultant Administrative Assistant | Effort/Work Hours: 38 hours | Product Produced (if applicable): Draft of Phase 2 Report-Root Causes |
| Project Activity 15: Refine final report and submit to IDWD | Timeline: 2/21 | Staff Responsibility & Agency: Interim Core Agent | Effort/Work House: 11 hours | Product Produced (if applicable): Final Report-Root Causes |
| Project Activity 16: Define methodology for developing solutions-focus groups, interviews and surveys; establish reporting format | Timeline: 2/28-3/5 | Staff Responsibility & Agency: Interim Core Agent Consultant | Effort/Work Hours: 30 hours | Product Produced (if applicable): Format and agenda for focus groups, interviews, and surveys if used |
| Project Activity 17: Set up meetings through county convenors, invite business representatives, and conduct focus group meetings | Timeline: 3/6-3/27 | Staff Responsibility & Agency: Interim Core Agent Consultant County Convenors Administrative Assistant | Effort/Work Hours: 325 hours | Product Produced (if applicable): Raw data for developing solutions |

| | | | | |
|---|-------------------------------|--|--|---|
| Project Activity 18: Technology Plan Review | Timeline: 3/15 | Staff Responsibility & Agency: Regional Advisory Group Third Party Vendor, Interim Core Agent | Effort/Work Hours: 2 hours | Product Produced (if applicable): Status report on technology plan |
| Project Activity 19: Participate in SSI workshops and webinar | Timeline: 2/28-3/15 | Staff Responsibility & Agency: Interim Core Agent Consultant | Effort/Work Hours: 13 hours | Product Produced (if applicable): Build capability |
| Project Activity 20: Analyze and summarize solutions data and provide feedback reports | Timeline: 3/28-4/5 | Staff Responsibility & Agency: Interim Core Agent Consultant Administrative Assistant | Effort/Work Hours: 142 hours | Product Produced (if applicable): Feedback reports |
| Project Activity 21: Prepare and review summaries by region and county with Regional Advisory Group | Timeline: 4/5-4/10 | Staff Responsibility & Agency: Interim Core Agent Consultant Administrative Assistant | Effort/Work Hours: 38 hours | Product Produced (if applicable): Draft of Phase 3 Report-Solutions |
| Project Activity 22: Refine final report and submit to IDWD | Timeline: 4/14 | Staff Responsibility & Agency: Interim Core Agent | Effort/Work House: 11 hours | Product Produced (if applicable): Final Report-Solutions |

Attachment 8



The 2MI Group, Inc.

and

**Southeastern Indiana Region 9
Strategic Skills Initiative**

**Web Site, Internal Communication and Collaboration Tool,
and Database Development Proposal**

Presented on September 26, 2005

Submitted By:

Andrejs J. Kreger
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The 2MI Group, Inc.
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September 26, 2005

Mr. John Burnett
Mr. Jim Battin
Mr. David Terrell
Southeastern Indiana Region 9—Strategic Skills Initiative
4555 Central Avenue
Suite 2100
Columbus, IN 47203

Dear John, Jim, and David,

We thank you for considering The 2MI Group, Inc. as your technology partner. We are excited to begin a partnership with your organization to help facilitate the Southeastern Indiana Strategic Skills Initiative.

Below is an overview of the primary features and functions of our proposed solution:

1. Create a branded Web Site for Southeastern Indiana Region 9 Strategic Skills Initiative. This Web Site is to act as the central communication and collaboration platform as well as the repository of all work for the Southeastern Indiana Region 9 Strategic Skills Initiative. The Web Site will consist of both an *internet application* (public facing web site) and an *intranet application* (internal communications, collaboration, and data repository work site). Upon completion of the Requirements Gathering and Analysis Phase, we anticipate the Web Site will incorporate most of the following features:
 - a. Group Directory—complete contact management solution
 - b. E-Mail—personalized e-mail accounts
 - c. Calendaring Tool—individual, group and timeline scheduling capabilities
 - d. Knowledge Base Repository—retain documents, links, surveys, templates, etc. in a searchable database
 - e. Message Boards / Discussion Forums—exchange ideas and information in a easy to use, structured, hierarchical way
 - f. Announcements and Messages—to be used both internally as well as externally
 - g. Survey and Polling Tools—to be used both internally and externally
 - h. Project and Task Management Tools—including time and expense management tool
 - i. Work Groups—ability to easily create separate, secure work groups—with identical functionality of the main site—to facilitate “micro” groups based on role or function. Examples could be a separate “Board Work Group” or a “Data Gathering Work Group.”
 - j. Integrated Help Desk—trouble ticket generation and resolution fully integrated into the Web Site

2. Integrate and / or update the following existing documents and sites:
 - a. Columbus Area Job Information booklet
 - b. Creation / porting of "Region9areajobs.com" web site
 - c. WorkKeys integration
3. Develop, automate, and/or integrate the following functionality:
 - a. Southeastern Indiana Region 9 Specific Surveys
 - i. Allow regional employer, prospective employee, and general public access to a secure survey area of the web site.
 1. surveys to be archived and analyzable
 - ii. Incorporate automated e-mail functionality
 - b. Needs Analysis Documents
 - i. Allow Southeastern Indiana-Region 9 to conduct Needs Analyses either on line or on hard copy (and then entered into database).
 1. Needs Analyses to be archived in Knowledge Base
 - ii. Allow multiple constituencies to work on one (or many) documents based on authorized user level.
 - c. Data Repository and Analysis capabilities
 - i. Include historic data (accessible through the various State sources) and dynamic data (surveys, Needs Analyses, and various other data gathering activities) into a Data Repository that allows the Southeastern Indiana Region 9 centralized access to the numerous reports.
 - ii. Some of the potential data sources include:
 1. population
 2. employment
 3. education
 4. health statistics
 5. housing
 6. labor force
 7. employment / earnings by industry
 8. education and training choices
 9. occupation and industry projections
 10. commuting patterns
 11. career profiles
 12. economic data
 - d. Web and Audio Conferencing
 - i. Ability to conduct scheduled or on-demand meetings
 - ii. This would require an additional per usage charge.

John, Jim and David, a phased approach to the development process seems to make the most amount of sense for everybody involved. We would be more than happy to work with you in a collaborative partnership.

We are very grateful for the opportunity to work with you and the Southeastern Indiana Region 9 Strategic Skills Initiative. We look forward to a mutually rewarding partnership.

Sincerely,

Andrejs J. Kregers
2MI Group, Inc.
812-373-0870 (office)
317-442-4294 (cell)

Southeastern Indiana Region 9 Strategic Skills Initiative

Web Site, Internal Communication and Collaboration Tool, and Database Development Proposal

| <u>Professional Services Description</u> | <u>Extended Price</u> |
|---|------------------------------|
| Professional Services—Requirements Gathering and Analysis, Architecture Development | \$4,200.00 |
| Professional Services—Development, Customization, Integration and Testing | \$21,140.00 |
| Professional Services—System Integration, Testing and Debugging | \$2,800.00 |
| Professional Services—Training and Roll Out | \$1,400.00 |
| Contingencies | \$2,954.00 |
| <i>Discount</i> | <i>(\$7,494.00)</i> |
| <i>Total Professional Services</i> | <i>\$25,000.00</i> |